

GLOSSARY OF TERMS/INDEX

Note: This glossary/index combines terms used in this Guide and corresponding reference page numbers. Some of the terms listed are not defined, but provide only a page number where one might find the related text. Also, this document provides reference page numbers that contain substantive information on the terms; it does not list every occurrence of the terms.

Acquisition Plan	A plan that identifies what is to be acquired and how including the source, contract method and contract type. 3-21, 4-83, 3-9, C-4-1, CE-1.
Agency Comments	Comments requested by Congressional committees from agencies on proposed legislation, including appropriation bills.
Allowance	The number of FTEs that the Department is permitted to use during a specified fiscal year. B-14.
Annual Operating Plan	An organizational one-year plan that identifies what is to be accomplished, when and using what resources during the planned execution year (also Operations Plan, Program Execution Plan). 3-20, 4-30, A-11.
Annual Performance Plan	The planned results (outputs and outcomes) to be achieved during the fiscal year for the authorized and appropriated funds (inputs). The department is required to submit the plan to the President. 4-31, 4-45.
Appropriation	A law that gives DOE the authority to obligate a specified level of funds from the U.S. Treasury. B-5.
Appropriation Bill	Proposed legislation that when enacted will give legal authority to spend or obligate money from the Treasury. B-5, B-18.
Approved Funding Plan	A Department level schedule for providing funds in specific amounts and at specific times to programs and field activities for specific programs. 4-87.
Authorization Bill	Proposed legislation that will establish or continue the legal operation of a federal program or agency. B-5, B-18.
Budget Analysis Review and Reporting System (BARRS)	An automated database storage and retrieval system specifically designed to assist the management and development of the DOE Annual Budget. B-11.

Budget Authority	The authority to enter into obligations that will result in immediate or future outlays involving federal funds. 3-17.
Budget Call	Guidance issued by the Chief Financial Officer regarding the contents, timing, format and instructions for formulating budgets. 4-47.
Budget Execution	Third stage of the program management cycle includes identifying the work, assigning the work, and completing the work in a timely fashion. 3-14, 3-22, 4-7, 4-81, 4-91–4-123.
Budget Formulation	Second stage of the program management cycle includes budgeting, estimating funding requirements, and defending the budget. 3-13, 3-21, 4-6, 4-47, 4-53–4-79.
Budget Hut	An EERE program management information tool comprised of a linked set of spreadsheets populated with program management information. 4-24, E-1.
Budget Resolution	The Congressional starting point, which considers the federal budget on a very large scale by setting ceilings on all federal appropriations, entitlement programs and revenue bills.
Capability Statements	Reflect DOE’s position on Congressional amendments proposing DOE program and funding increases. B-23, B-25, B-28.
Committed	Funds that are earmarked for a specific purpose but have not been obligated.
Committee Hearings	Hearings held for agency officials and public witnesses to provide testimony regarding pending legislation. B-6.
Committee Referral	After introduction, a bill is referred to a committee and usually re-referred to a subcommittee(s).
Committee Reports	A report containing the amended legislation and an explanation of its provisions.
Conference Committee	A committee appointed to resolve differences between the House and the Senate regarding a proposed legislation. B-6.

Conference Report	A report of separate bills that have been reconciled by a joint (House and Senate) committee. The conference report is submitted for separate approval by both the House and the Senate.
Congressional Budget Process	The process that shapes the overall budget and authorizes and appropriates funding for federal programs and activities. <i>B-4, B-33.</i>
Congressional Committees	<i>B-33.</i>
Continuing Resolution	Legislation to provide budget authority for specific ongoing activities and for a specified time for which the regular fiscal year appropriation has not been enacted by the beginning of the fiscal year. <i>B-4, B-6.</i>
Contract Administration	The process of managing the government's business and technical interests during the execution of the contract.
Contract Closeout	The process where the remaining administrative details are wrapped up after a contract is executed or terminated. <i>C6-6.</i>
Contracting Officer (CO)	The CO has the primary authority for entering into, administering, and/or terminating contracts and financial assistance. <i>C2-3.</i>
Cooperative Research and Development Agreements (CRADAs)	An agreement between the Government and private parties to collaborate on specific R&D activities, each providing funding or other resources in accordance with an agreed upon ratio. <i>4-84, C3-26.</i>
Corporate Review Budget	The process that converts the Department's planning and programming decisions into the budget for Departmental-level review. <i>3-21, B-1, B-7.</i>
Costed	The recognition of the actual or constructive receipt of goods or services requiring government payment based on an accrual concept.
Crosscut Plan	Plans used to coordinate and integrate activities where the goal and or objectives cross more than one function or organizational entity.

Decision Unit	The basic reporting unit within the budget structure. As part of both an appropriation category and a budget organization, a decision unit is a non-organizational entity by which DOE plans, budgets and monitors dollars and staffing requirements.
Distinctions Between EERE Programs and Projects	3-3.
DOE Budget Process	B-1.
EERE Programs and Subprograms	3-1, 3-5.
Executive Summary	A brief overall summary of the multi-year program plan, including program objectives, critical R&D needs, and an overview of the technical plan. A-5, E-14.
Financial Information System/Management Analysis Reporting System (FIS/MARS)	System includes funding, obligation, costs, and uncoded data for each EERE contract or financial assistance instrument by office, national laboratory, awardee, CID, program, subprogram, category, and appropriation symbol. 4-26.
Field Contracts	Contracts in support of program tasks and activities that are initiated and managed by DOE field activities.
Floor Action	The legislation is returned to the congressional floor and opened for amendments and passage by a majority in both houses.
FTE Allocation Process	The process whereby staffing resources are officially distributed.
FTE Budgeting	The process of identifying, justifying and defending the federal staffing resources required to achieve DOE program objectives as specified in the current budget and as approved by the Secretary.
Full Time Equivalent (FTE)	The basic unit in which all manpower estimates is stated. An FTE is equal to 2,087 compensated work hours, or approximately the number of hours a Federal employee would be paid if he/she worked full time for an entire year. B-12.
Golden Field Office (GFO)	The GFO is a full-service business organization and EERE's primary field implementation center. 2-16, 2-35.

Grant	An agreement through which funds are provided for assistance to provide the means for a recipient to accomplish a public benefit with little oversight or other Government involvement. 2-67, 4-84, C3-27.
Impact Statements	Requested to define “What If” scenarios, such as what impact would result from a program budget being reduced or eliminated. B-23, B-26, B-30.
Interagency Agreements	A written agreement entered into between a DOE office and the appropriate official of another Federal agency that requires specific goods to be furnished or tasks to be accomplished by one agency in support of the other. 3-22, C4-15.
Introduction of Bills	A bill is introduced in the Senate, House of Representatives or both bodies. Legislation may also be introduced at the request of the President on behalf of an agency.
Key Activity Summary	Contains the primary information necessary to defend EERE’s budget request, including program descriptions, overall objectives and long-term strategic goals. 3-22, B-8.
Key Mission Elements	3-1.
Multi-Year Program Plan	A plan that identifies the program’s quantitative technical goals, objectives, strategies, milestones and resources required each year for the next five years. 3-19, 4-29, A-1.
National Energy Policy (NEP)	Framework for goals, objectives, and recommended actions for the nation’s energy policy. 2-11.
National Renewable Energy Laboratory (NREL)	2-14, 2-37, 2-40.
Obligated	Funds that have been set aside to cover a Government obligation for payment, typically when a contract is entered into for which the Government must pay upon performance by the Contractor. 3-23.
Obligation Authority	The sum of budget authority, unobligated balances, offsetting collections and funds transfers.

Office of Building Technical, State, and Community Programs (BTS)	Develops, promotes, and integrates energy technologies and practices to make buildings more efficient and affordable and communities more livable. <i>2-15, 2-20.</i>
Office of Federal Energy Management Programs (FEMP)	Assists Federal agencies in reducing their costs by helping them identify, finance, and implement energy-efficient technologies, renewable energy projects, and water conservation projects in their facilities and operations, and provides utility management strategies. <i>2-15, 2-29.</i>
Office of Field Management and Operations (FMO)	Organization that provides expert advice, guideline, and examples to assist with the acquisition process. <i>C1-1.</i>
Office of Industrial Technologies (OIT)	Creates partnerships to research, develop, and deliver advanced energy and pollution prevention technologies for industrial customers. <i>2-15, 2-22.</i>
Office of Management and the Budget (OMB)	The OMB has a central role in the formulation and execution of the President's budget. <i>B-13.</i>
Office of Planning, Budget and Management (PBM)	A management improvement team to examine the EERE program in five areas ranging from budgeting to performance measurement to procurement. <i>2-31, 4-25.</i>
Office of Power Technologies (OPT)	Leads the Federal government's effort to help America's electric power industry develop clean, renewable, and more economical sources of electricity. <i>2-15, 2-25.</i>
Office of Transportation Technologies	Develops, and promotes user acceptance of transportation technologies that can decrease oil imports and reduce emissions of pollutants, including greenhouse gases. <i>2-15, 2-27.</i>
OMB Apportionment	Once the Congressional budget is signed, OMB places the funds in a budget table that shows how much is to be provided to each agency.
OMB Budget Review	The DOE budget is reviewed by the Office of Management and Budget (OMB) prior to submitting it for presidential approval and submission to Congress. <i>B-3, B-14.</i>
OMB Target	Initial guidance provided by the Office of Management and Budget outlining overall staffing and funding ceilings that the Department should consider as it prepares the Budget.

Outlayed	The actual disbursement of funds.
Performance-Based Management	A management philosophy that identifies measurable results or outcomes and pursues them at each level of the organization. <i>1-8.</i>
Performance-Based Acquisition	An acquisition approach that specifies “what” is required in terms of objectives, measures and expectations and leaves the specific methods of performance, the “how”, to be decided by the contractor.
Planning	First stage of the program management cycle and includes strategic plans, multi-year plans, and annual operating plans. <i>3-12, 3-16, 3-17, 4-5, 4-29, 4-37 to 4-45.</i>
President’s Budget	Also called the Congressional Budget submission, it reflects official DOE policy on all matters relating to the Administration’s budget requests for funding DOE programs.
Procurement and Assistance Data Systems (PADS)	PADS is the official Department system for tracking the status, value and other characteristics of almost all direct contracts, cooperative agreements, grants, and other vehicles. <i>4-26, E-17.</i>
Procurement Integrity	The responsibility of Federal program and contracting officials to refrain from activities that create conflicts of interests of the appearance thereof or uses the procurement process for personal enrichment. <i>C2-7.</i>
Program Activities	<i>4-12 – 4-23.</i>
Program Analysis and Evaluation	Fourth stage of the program management cycle and includes monitoring program work performance and program evaluation. <i>3-23, 4-8.</i>
Program Management Cycle	<i>3-16, 4-9.</i>
Program Management Initiative (PMI)	Initiative to improve the program management system, which includes the Strategic Management System, Performance-Based Management standards, and training. <i>1-7.</i>
Program Manager and Project Manager Responsibilities	<i>3-12.</i>
Program Evaluation	<i>4-126 – 4-129.</i>

Projects and Milestones	4-27.
Regional Offices	EERE's six Regional Offices implement State and local grant programs and serve as EERE's principal technology deployment force in the field. The six Regional Offices are located in Boston, MA; Philadelphia, PA; Atlanta, GA; Chicago, IL; Denver, CO; and Seattle, WA. 2-16, 2-33.
Roles and Responsibilities of HQ and Field Activities	3-11.
Spend Plan	The Spend Plan indicates how much appropriated funding will be placed with each performing activity, including labs and procurement and financial assistance awardees, and shows a costing or accrual rate consistent with the actions necessary to accomplish the work. 4-27, 4-82.
Project Plan	A detailed plan to ensure the objectives of a specific project are achieved. A project plan defines the methods applied, resources used and timelines for the project.
Staffing Budget Call	A memorandum that provides guidance to Secretarial Officers and other top departmental officials on staffing levels, assumptions, scenarios, alternatives and formatting requirements.
Strategic Management System	An organizational management framework that integrates planning, budget formulation, budget execution and analysis and evaluation. 1-5, 1-7, 4-1, 4-2.
Strategic Plan	A plan that identifies the organization's vision, mission, values and broad goals looking forward at least five years into the future. 2-6, 2-11, 3-18, 4-30, 4-32, 4-41.
Technology Deployment	The process of promoting and ensuring the application of technologies developed and advanced by DOE programs. 2-68, A-8.
Technology Transfer	The process of applying technologies developed in the private sector by the Government and vice-versa. A-8.
Work Authorization System (WAS)	The method by which work is assigned to and accomplished by the National Laboratories. 4-84.

EERE Program Management Guide
Feedback Sheet
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We want to ensure that The Program Management Guide is a resourceful tool for anyone who is directly or indirectly involved in program management. This Guide will be maintained as a “living” document and will be updated and revised as needed. Therefore, your comments and suggestions are important in making this Guide more useful and helpful. Please take some time to send us your questions and/or comments. You may mail your feedback to: Barbara Mandley, EE-3, or email Barbara.Mandley@ee.doe.gov.

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Email address: _____

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